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# THE CIA RECRUITMENT SYSTEM

A Survey of Recent Entrants on Duty

Conducted by: The Office of the Inspector General

August 1979

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**To New Employees:**

The Office of the Inspector General is conducting an inspection of the Agency's recruitment system. The purpose of this inspection is to determine whether the recruitment and selection function is effective in obtaining the quality and numbers of new employees required to fulfill the Agency's needs. The inspection addresses all aspects of the recruitment process, e.g., generating personnel requirements; finding candidates; testing, selecting and processing applicants; computing costs, etc. Its scope is Agencywide.

This questionnaire is designed for employees who have entered on duty with the Agency since 1 October 1977, and relates to their experiences and perceptions of the recruitment process. As one of these new employees, you can help achieve the purpose of this inspection by kindly completing this questionnaire and, *within two weeks*, returning it in the envelope provided to the Office of the Inspector General, Room 6E19 Headquarters. Please do not sign the questionnaire. The information you provide will be collated and analyzed to determine the experiences and views of new employees *as a group*. *No attempt will be made to identify individual respondents.*

You will also find in this packet a questionnaire for supervisors, with return envelope. We request that you give the latter two items to your *immediate* supervisor for his/her completion and separate return. If you peruse the second questionnaire, you will note that it relates to your supervisor's participation in and evaluation of the recruitment process, and not to you personally. Your cooperation in completing and returning this questionnaire, and in giving the second one with envelope to your immediate supervisor, is most appreciated.

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**QUESTIONNAIRE FOR RECENT ENTRANTS ON DUTY**

1. What is your general employee classification?

- 1) \_\_\_\_\_ Clerical/secretarial
- 2) \_\_\_\_\_ Professional
- 3) \_\_\_\_\_ Technical
- 4) \_\_\_\_\_ Wage Board
- 5) \_\_\_\_\_ Graduate Fellow
- 3) \_\_\_\_\_ Student Trainee

2. What is your Directorate and Office (or DO Division/Staff)? (Please refer to the Codes of Organizational Components which is attached to the back of this questionnaire and enter the appropriate number in the space provided)

\_\_\_\_\_

3. How long have you been employed by the Agency?

- 1) \_\_\_\_\_ Less than three months
- 2) \_\_\_\_\_ Three to six months
- 3) \_\_\_\_\_ Six to nine months
- 4) \_\_\_\_\_ Nine months to one year
- 5) \_\_\_\_\_ More than one year

4. What was your entry grade?

- |                        |                          |
|------------------------|--------------------------|
| 1) _____ GS-4 or below | 6) _____ GS-12           |
| 2) _____ GS-5/6        | 7) _____ GS-13 or higher |
| 3) _____ GS-7/8        | 8) _____ GSE-            |
| 4) _____ GS-9/10       | 9) _____ SPS-            |
| 5) _____ GS-11         | 10) _____ WG/WI-         |

5. How old are you?

- 1) \_\_\_\_\_ 18-20 years
- 2) \_\_\_\_\_ 21-24 years
- 3) \_\_\_\_\_ 25-29 years
- 4) \_\_\_\_\_ 30-34 years
- 5) \_\_\_\_\_ 35 years or older

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6. What is your sex?

- 1) \_\_\_\_\_ Female
- 2) \_\_\_\_\_ Male

7. What is your ethnic background?

- 1) \_\_\_\_\_ Black
- 2) \_\_\_\_\_ White
- 3) \_\_\_\_\_ Hispanic-American
- 4) \_\_\_\_\_ Oriental-American
- 5) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

8. What is your highest level of education?

- 1) \_\_\_\_\_ High school graduate
- 2) \_\_\_\_\_ Some college
- 3) \_\_\_\_\_ BA/BS
- 4) \_\_\_\_\_ Graduate study, no degree
- 5) \_\_\_\_\_ MA/MS or LLB/JD
- 6) \_\_\_\_\_ PhD, MD or equivalent
- 7) \_\_\_\_\_ Post-doctoral work
- 8) \_\_\_\_\_ Other (specify) \_\_\_\_\_

9. What was your major field of study at the highest educational level?

- 1) \_\_\_\_\_ Humanities/Foreign Languages
- 2) \_\_\_\_\_ Social Sciences (history, economics, political science, psychology, etc.)
- 3) \_\_\_\_\_ Physical Sciences
- 4) \_\_\_\_\_ Applied Sciences & Technology (engineering, math, medicine, telecommunications, computers, etc.)
- 5) \_\_\_\_\_ Business/Administration/Management/Law/Accounting
- 6) \_\_\_\_\_ Other (please specify) \_\_\_\_\_
- 7) \_\_\_\_\_ Not applicable

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10. Which mechanism first prompted your interest in Agency employment?

- 1) \_\_\_\_\_ College placement notice/literature
- 2) \_\_\_\_\_ Newspaper ad
- 3) \_\_\_\_\_ Suggestion by an Agency employee
- 4) \_\_\_\_\_ Suggestion by a friend, colleague, professor, or relative
- 5) \_\_\_\_\_ Public news about the Agency
- 6) \_\_\_\_\_ Book(s) about the Agency
- 7) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

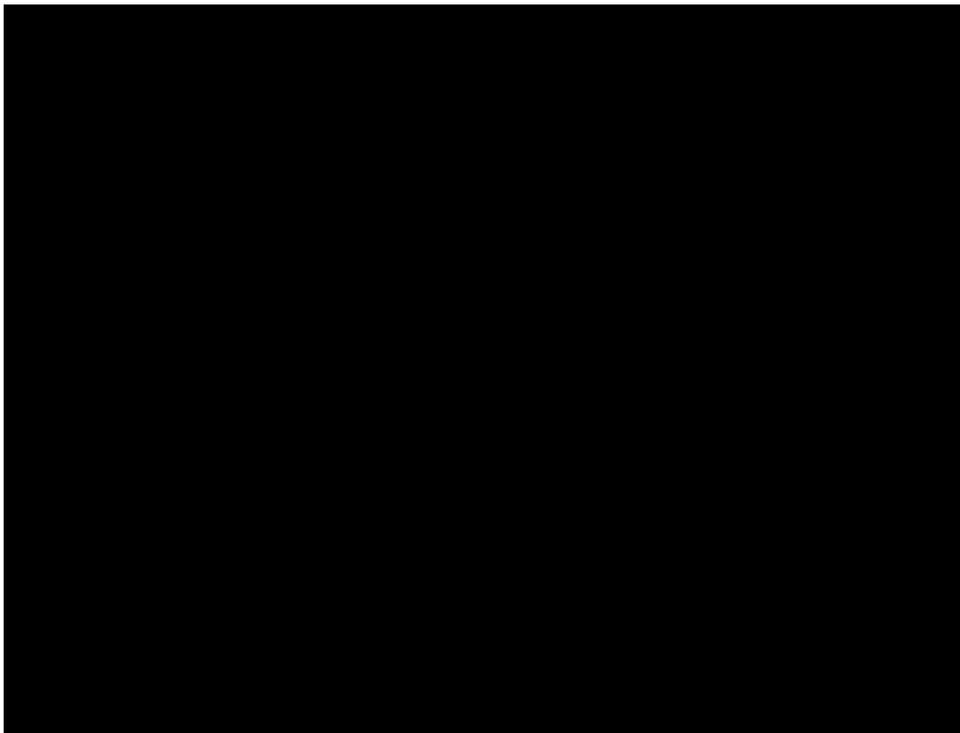
11. What *single* factor *most* attracted you to working for CIA?

- 1) \_\_\_\_\_ Belief in CIA's mission
- 2) \_\_\_\_\_ Travel/adventure
- 3) \_\_\_\_\_ Salary/benefits .
- 4) \_\_\_\_\_ Career opportunity in line with my interests
- 5) \_\_\_\_\_ Other (please explain) \_\_\_\_\_

12. How was your contact about employment with the Agency initiated?

- 1) \_\_\_\_\_ Requested recruiter interview in college environment
- 2) \_\_\_\_\_ Wrote or telephoned a field recruitment office
- 3) \_\_\_\_\_ Wrote to the Agency in Washington
- 4) \_\_\_\_\_ Visited or telephoned Washington employment office
- 5) \_\_\_\_\_ Had an interview arranged by an Agency employee (friend, relative or acquaintance)
- 6) \_\_\_\_\_ Was contacted by an Agency recruiter
- 7) \_\_\_\_\_ Was contacted by an Agency employee not a recruiter
- 8) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

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14. How informative was the recruiter concerning CIA's missions and functions?

- 1) \_\_\_\_\_ I got a clear picture of what the Agency does
- 2) \_\_\_\_\_ I got some idea of what the Agency does
- 3) \_\_\_\_\_ I got practically no idea of what the Agency does

15. How informative was the recruiter concerning specific work you might do in CIA?

- 1) \_\_\_\_\_ I got a clear picture of what I might be doing
- 2) \_\_\_\_\_ I got some idea of what I might be doing
- 3) \_\_\_\_\_ I got practically no idea of what I might be doing
- 4) \_\_\_\_\_ The subject was not discussed

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16. How did the recruiter counsel you about advising others of your interest in Agency employment?

- 1) \_\_\_\_\_ I was cautioned not to tell anyone
- 2) \_\_\_\_\_ I was advised to tell immediate family only
- 3) \_\_\_\_\_ I was advised to tell references of possible *Agency* employment
- 4) \_\_\_\_\_ I was advised to tell others only of an ambiguous Federal Government employment possibility
- 5) \_\_\_\_\_ Other (specify) \_\_\_\_\_
- 6) \_\_\_\_\_ I was given no counsel about this
- 7) \_\_\_\_\_ I do not recall

17. What estimate did the recruiter give you of the time required to process your application?

- 1) \_\_\_\_\_ Three months or less
- 2) \_\_\_\_\_ Four/five months
- 3) \_\_\_\_\_ About six months
- 4) \_\_\_\_\_ More than six months
- 5) \_\_\_\_\_ None was given
- 6) \_\_\_\_\_ Cannot recall

18. Which of the following tests did the *recruiter* schedule for you? (Check as many as apply)

- 1) \_\_\_\_\_ Professional applicant
- 2) \_\_\_\_\_ Secretary/clerical
- 3) \_\_\_\_\_ Language
- 4) \_\_\_\_\_ Other (please specify) \_\_\_\_\_
- 5) \_\_\_\_\_ None

19. How soon after the recruiter interview were you tested?

- 1) \_\_\_\_\_ Within two weeks
- 2) \_\_\_\_\_ Within three weeks
- 3) \_\_\_\_\_ About a month
- 4) \_\_\_\_\_ More than a month
- 5) \_\_\_\_\_ Not applicable

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20. Were the conditions under which you were tested satisfactory?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No (please specify) \_\_\_\_\_
  - 3) \_\_\_\_\_ Not applicable
21. Did the recruiter advise you of the need, purpose and nature of a polygraph examination as part of your processing for employment?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
  - 3) \_\_\_\_\_ Do not recall
22. After preliminary contact with the Agency, you were given forms to fill out and asked to obtain scholastic records. How long did it take you to submit a *fully completed* application?
- 1) \_\_\_\_\_ Two weeks
  - 2) \_\_\_\_\_ Three weeks
  - 3) \_\_\_\_\_ About a month
  - 4) \_\_\_\_\_ More than a month (please specify) \_\_\_\_\_
  - 5) \_\_\_\_\_ Cannot remember
23. If more than three weeks, what caused the delay? (Answer only if applicable)
- 1) \_\_\_\_\_ Obtaining information requested on Personal History Statement
  - 2) \_\_\_\_\_ Obtaining scholastic records
  - 3) \_\_\_\_\_ Obtaining medical information
  - 4) \_\_\_\_\_ Indecision over whether to apply
  - 5) \_\_\_\_\_ Felt no sense of urgency
  - 6) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

IF YOU ANSWERED (4) TO QUESTION 23, PLEASE ANSWER QUESTION 24; OTHERWISE SKIP TO QUESTION 25.

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24. What was the *principal* cause of your indecision?
- 1) \_\_\_\_\_ Concern about the Agency's mission or reputation
  - 2) \_\_\_\_\_ Ambiguity about the work you might be doing
  - 3) \_\_\_\_\_ Concern about security restrictions on Agency employees
  - 4) \_\_\_\_\_ Lengthy processing time
  - 5) \_\_\_\_\_ Salary/benefits
  - 6) \_\_\_\_\_ Concern about the polygraph examination
  - 7) \_\_\_\_\_ Uncertainty about going overseas
  - 8) \_\_\_\_\_ Need to relocate to Washington area
  - 9) \_\_\_\_\_ Cost of relocation
  - 10) \_\_\_\_\_ Other (please specify) \_\_\_\_\_
25. After you returned your *fully completed* application forms, how long was it before you were advised (by letter, phone, or in person) that you were being considered for a position with the Agency?
- 1) \_\_\_\_\_ Less than a month
  - 2) \_\_\_\_\_ One to two months
  - 3) \_\_\_\_\_ Two to three months
  - 4) \_\_\_\_\_ Three to five months
  - 5) \_\_\_\_\_ Six or more months (please specify) \_\_\_\_\_
  - 6) \_\_\_\_\_ Don't know
26. How informative were your pre-employment Headquarters interviews concerning CIA's missions and functions?
- 1) \_\_\_\_\_ I got a clear picture of what the Agency does
  - 2) \_\_\_\_\_ I got some idea of what the Agency does
  - 3) \_\_\_\_\_ I got practically no idea of what the Agency does
  - 4) \_\_\_\_\_ I was not interviewed at Headquarters until I reported for duty
  - 5) \_\_\_\_\_ Other (please specify) \_\_\_\_\_
27. How informative were your pre-employment Headquarters interviews concerning what you might do in CIA?
- 1) \_\_\_\_\_ I got a clear picture of what I might be doing
  - 2) \_\_\_\_\_ I got some idea of what I might be doing
  - 3) \_\_\_\_\_ I got practically no idea of what I might be doing
  - 4) \_\_\_\_\_ I was not interviewed at Headquarters until I reported for duty
  - 5) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

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28. The following items relate to the guidance and attention you received from the Agency for your trip from out of town to the Headquarters area for pre-employment processing. If you resided within the Headquarters area at that time, please check here ( ) and go on to question 29.

a. Agency guidance concerning accommodations

1) \_\_\_\_\_ Satisfactory 2) \_\_\_\_\_ Unsatisfactory 3) \_\_\_\_\_ None received

b. Guidance about travel to Agency facilities

1) \_\_\_\_\_ Satisfactory 2) \_\_\_\_\_ Unsatisfactory 3) \_\_\_\_\_ None received

c. Promptness and courtesy of reimbursement for travel expenses

1) \_\_\_\_\_ Satisfactory 2) \_\_\_\_\_ Unsatisfactory

29. Was your medical processing accomplished in a satisfactory manner?

1) \_\_\_\_\_ Yes

2) \_\_\_\_\_ No

If "No," please explain \_\_\_\_\_

30. In retrospect, would you have been willing to undergo a physical examination by a private physician, at your own expense, in place of the Agency physical examination?

1) \_\_\_\_\_ Yes

2) \_\_\_\_\_ No

31. Did the polygraph operator discuss fully with you prior to the actual examination the questions to be asked?

1) \_\_\_\_\_ Yes

2) \_\_\_\_\_ No

32. How do you evaluate the *manner* in which the polygraph examination was administered?

1) \_\_\_\_\_ Satisfactory

2) \_\_\_\_\_ Unsatisfactory

If "Unsatisfactory," please explain \_\_\_\_\_

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33. After you submitted your formal application for employment, how frequently were you contacted (by mail or by phone) by the Office of Personnel?
- 1) \_\_\_\_\_ At least once monthly
  - 2) \_\_\_\_\_ Every couple of months
  - 3) \_\_\_\_\_ Almost no contact until asked to report for duty
34. Please indicate the nature of pre-employment contact maintained between the Agency and yourself apart from communication with the Office of Personnel?
- 1) \_\_\_\_\_ The office which was interested in me maintained regular contact
  - 2) \_\_\_\_\_ I was given name(s) and telephone number(s) to maintain contact at my initiative
  - 3) \_\_\_\_\_ There was almost no contact until I was asked to report for duty
35. What was the period of time between your submitting a *fully completed* application and your being asked to report for duty?
- 1) \_\_\_\_\_ One to three months
  - 2) \_\_\_\_\_ Three to six months
  - 3) \_\_\_\_\_ Six to nine months
  - 4) \_\_\_\_\_ Nine months to a year
  - 5) \_\_\_\_\_ Over a year
  - 6) \_\_\_\_\_ Cannot remember
36. What was the lapse of time between the Agency's extending a formal offer of employment and your actually entering on duty?
- 1) \_\_\_\_\_ Two weeks or less
  - 2) \_\_\_\_\_ Two to four weeks
  - 3) \_\_\_\_\_ Four to six weeks
  - 4) \_\_\_\_\_ Approximately two months
  - 5) \_\_\_\_\_ Three months or longer
  - 6) \_\_\_\_\_ Cannot recall
37. Did the people who hired you describe your job accurately?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ In part
  - 3) \_\_\_\_\_ No
  - 4) \_\_\_\_\_ Undecided

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38. Has your assignment met your expectation?
- 1) \_\_\_\_\_ It has exceeded my expectations
  - 2) \_\_\_\_\_ Yes, in all important respects
  - 3) \_\_\_\_\_ No, I am somewhat dissatisfied
  - 4) \_\_\_\_\_ No, I would like another position
  - 5) \_\_\_\_\_ No, I have transferred to another position
  - 6) \_\_\_\_\_ My original assignment was not the one for which I was recruited
39. As you see it now, does CIA employment have a long term attraction for you?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
  - 3) \_\_\_\_\_ Undecided
40. Since you entered on duty, have you recommended Agency employment to a friend or relative?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
41. As a result of your experience as both applicant and employee, would you recommend Agency employment to a friend or relative?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
42. Based on your experience, what recommendations would you make to improve CIA's recruitment/placement program?

CODES FOR ORGANIZATIONAL COMPONENTS

O/DCI

1. OFFICE OF DCI
2. PUBLIC AFFAIRS
3. EQUAL EMPLOYMENT OPPORTUNITY
4. GENERAL COUNSEL
5. LEGISLATIVE COUNSEL
6. INSPECTOR GENERAL
7. COMPTROLLER

DIRECTORATE OF ADMINISTRATION

8. OFFICE OF DIRECTOR
9. OFFICE OF COMMUNICATIONS
10. OFFICE OF DATA PROCESSING
11. OFFICE OF FINANCE
12. OFFICE OF LOGISTICS
13. OFFICE OF MEDICAL SERVICES
14. OFFICE OF PERSONNEL
15. OFFICE OF SECURITY
16. OFFICE OF TRAINING

DIRECTORATE OF OPERATIONS

17. OFFICE OF DIRECTOR
18. EVALUATION AND PROGRAM DESIGN STAFF
19. POLICY AND COORDINATION STAFF
20. CAREER MANAGEMENT STAFF
21. CENTRAL COVER STAFF
22. COVERT ACTION STAFF
23. INFORMATION MANAGEMENT STAFF
24. COUNTERINTELLIGENCE STAFF

DIRECTORATE OF OPERATIONS (Continued)

28. EUROPEAN DIVISION
29. SOVIET/EAST EUROPEAN DIVISION
30. AFRICA DIVISION
31. NEAR EAST DIVISION
32. EAST ASIA DIVISION
33. LATIN AMERICA DIVISION

DIRECTORATE OF SCIENCE & TECHNOLOGY

34. OFFICE OF DIRECTOR
35. OFFICE OF RESEARCH & DEVELOPMENT
36. OFFICE OF DEVELOPMENT & ENGINEERING
37. NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER
38. OFFICE OF SIGINT OPERATIONS
39. OFFICE OF TECHNICAL SERVICE

NATIONAL FOREIGN ASSESSMENT CENTER

41. OFFICE OF DIRECTOR
42. NATIONAL INTELLIGENCE OFFICE
43. PUBLICATIONS AND PRESENTATIONS GROUP
44. OFFICE OF CURRENT OPERATIONS
45. OFFICE OF IMAGERY ANALYSIS
46. OFFICE OF WEAPONS INTELLIGENCE
47. OFFICE OF SCIENTIFIC INTELLIGENCE
48. OFFICE OF STRATEGIC INTELLIGENCE
49. OFFICE OF ECONOMIC RESEARCH
50. OFFICE OF POLITICAL ANALYSIS
51. OFFICE OF GEOGRAPHIC & CARTOGRAPHIC RESEARCH
52. OFFICE OF CENTRAL REFERENCE

53. NOT LISTED (PLEASE WRITE IN)

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STATS

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10. Which mechanism first prompted your interest in Agency employment?

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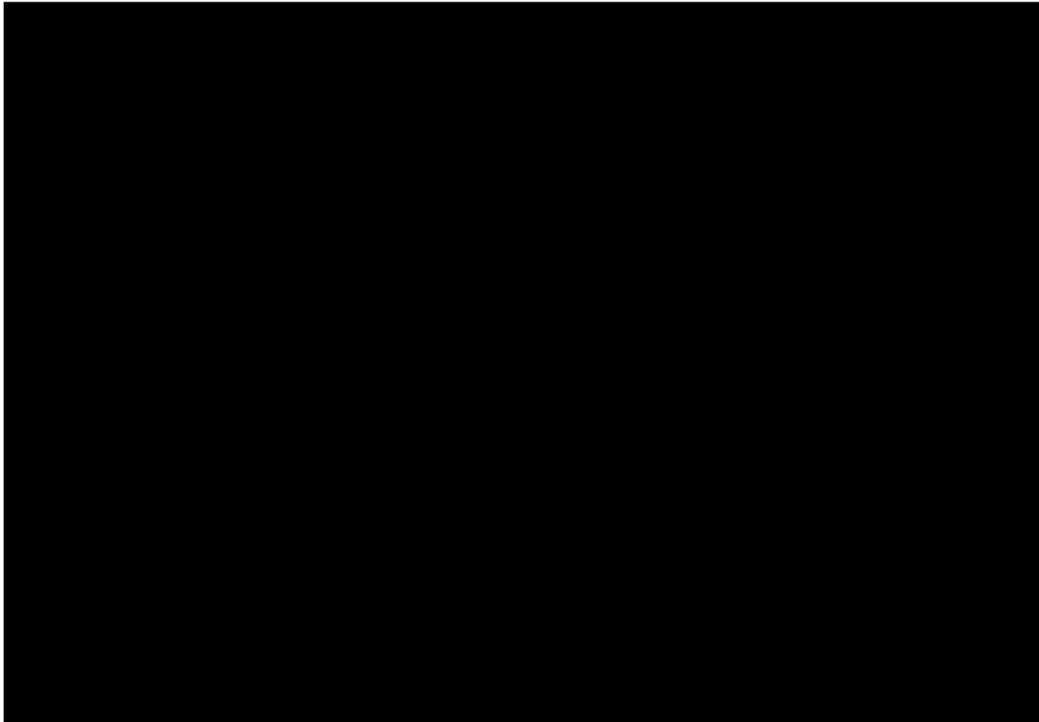
- 1) \_\_\_\_\_ Belief in CIA's mission
- 2) \_\_\_\_\_ Travel/adventure
- 3) \_\_\_\_\_ Salary/benefits
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- 3) \_\_\_\_\_ I got practically no idea of what I might be doing
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16. How did the recruiter counsel you about advising others of your interest in Agency employment?

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- 2) \_\_\_\_\_ I was advised to tell immediate family only
- 3) \_\_\_\_\_ I was advised to tell references of possible *Agency* employment
- 4) \_\_\_\_\_ I was advised to tell others only of an ambiguous Federal Government employment possibility
- 5) \_\_\_\_\_ Other (specify) \_\_\_\_\_
- 6) \_\_\_\_\_ I was given no counsel about this
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17. What estimate did the recruiter give you of the time required to process your application?

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- 3) \_\_\_\_\_ About six months
- 4) \_\_\_\_\_ More than six months
- 5) \_\_\_\_\_ None was given
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18. Which of the following tests did the *recruiter* schedule for you? (Check as many as apply)

- 1) \_\_\_\_\_ Professional applicant
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- 3) \_\_\_\_\_ Language
- 4) \_\_\_\_\_ Other (please specify) \_\_\_\_\_
- 5) \_\_\_\_\_ None

19. How soon after the recruiter interview were you tested?

- 1) \_\_\_\_\_ Within two weeks
- 2) \_\_\_\_\_ Within three weeks
- 3) \_\_\_\_\_ About a month
- 4) \_\_\_\_\_ More than a month
- 5) \_\_\_\_\_ Not applicable

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20. Were the conditions under which you were tested satisfactory?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No (please specify) \_\_\_\_\_
  - 3) \_\_\_\_\_ Not applicable
21. Did the recruiter advise you of the need, purpose and nature of a polygraph examination as part of your processing for employment?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
  - 3) \_\_\_\_\_ Do not recall
22. After preliminary contact with the Agency, you were given forms to fill out and asked to obtain scholastic records. How long did it take you to submit a *fully completed* application?
- 1) \_\_\_\_\_ Two weeks
  - 2) \_\_\_\_\_ Three weeks
  - 3) \_\_\_\_\_ About a month
  - 4) \_\_\_\_\_ More than a month (please specify) \_\_\_\_\_
  - 5) \_\_\_\_\_ Cannot remember
23. If more than three weeks, what caused the delay? (Answer only if applicable)
- 1) \_\_\_\_\_ Obtaining information requested on Personal History Statement
  - 2) \_\_\_\_\_ Obtaining scholastic records
  - 3) \_\_\_\_\_ Obtaining medical information
  - 4) \_\_\_\_\_ Indecision over whether to apply
  - 5) \_\_\_\_\_ Felt no sense of urgency
  - 6) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

IF YOU ANSWERED (4) TO QUESTION 23, PLEASE ANSWER QUESTION 24; *OTHERWISE* SKIP TO QUESTION 25.

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24. What was the *principal* cause of your indecision?

- 1) \_\_\_\_\_ Concern about the Agency's mission or reputation
- 2) \_\_\_\_\_ Ambiguity about the work you might be doing
- 3) \_\_\_\_\_ Concern about security restrictions on Agency employees
- 4) \_\_\_\_\_ Lengthy processing time
- 5) \_\_\_\_\_ Salary/benefits
- 6) \_\_\_\_\_ Concern about the polygraph examination
- 7) \_\_\_\_\_ Uncertainty about going overseas
- 8) \_\_\_\_\_ Need to relocate to Washington area
- 9) \_\_\_\_\_ Cost of relocation
- 10) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

25. After you returned your *fully completed* application forms, how long was it before you were advised (by letter, phone, or in person) that you were being considered for a position with the Agency?

- 1) \_\_\_\_\_ Less than a month
- 2) \_\_\_\_\_ One to two months
- 3) \_\_\_\_\_ Two to three months
- 4) \_\_\_\_\_ Three to five months
- 5) \_\_\_\_\_ Six or more months (please specify) \_\_\_\_\_
- 6) \_\_\_\_\_ Don't know

26. How informative were your pre-employment Headquarters interviews concerning CIA's missions and functions?

- 1) \_\_\_\_\_ I got a clear picture of what the Agency does
- 2) \_\_\_\_\_ I got some idea of what the Agency does
- 3) \_\_\_\_\_ I got practically no idea of what the Agency does
- 4) \_\_\_\_\_ I was not interviewed at Headquarters until I reported for duty
- 5) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

27. How informative were your pre-employment Headquarters interviews concerning what you might do in CIA?

- 1) \_\_\_\_\_ I got a clear picture of what I might be doing
- 2) \_\_\_\_\_ I got some idea of what I might be doing
- 3) \_\_\_\_\_ I got practically no idea of what I might be doing
- 4) \_\_\_\_\_ I was not interviewed at Headquarters until I reported for duty
- 5) \_\_\_\_\_ Other (please specify) \_\_\_\_\_

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28. The following items relate to the guidance and attention you received from the Agency for your trip from out of town to the Headquarters area for pre-employment processing. If you resided within the Headquarters area at that time, please check here ( ) and go on to question 29.
- a. Agency guidance concerning accommodations
    - 1) \_\_\_\_\_ Satisfactory    2) \_\_\_\_\_ Unsatisfactory    3) \_\_\_\_\_ None received
  - b. Guidance about travel to Agency facilities
    - 1) \_\_\_\_\_ Satisfactory    2) \_\_\_\_\_ Unsatisfactory    3) \_\_\_\_\_ None received
  - c. Promptness and courtesy of reimbursement for travel expenses
    - 1) \_\_\_\_\_ Satisfactory    2) \_\_\_\_\_ Unsatisfactory
29. Was your medical processing accomplished in a satisfactory manner?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
- If "No," please explain \_\_\_\_\_
30. In retrospect, would you have been willing to undergo a physical examination by a private physician, at your own expense, in place of the Agency physical examination?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
31. Did the polygraph operator discuss fully with you prior to the actual examination the questions to be asked?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
32. How do you evaluate the *manner* in which the polygraph examination was administered?
- 1) \_\_\_\_\_ Satisfactory
  - 2) \_\_\_\_\_ Unsatisfactory
- If "Unsatisfactory," please explain \_\_\_\_\_
- \_\_\_\_\_

33. After you submitted your formal application for employment, how frequently were you contacted (by mail or by phone) by the Office of Personnel?
- 1) \_\_\_\_\_ At least once monthly
  - 2) \_\_\_\_\_ Every couple of months
  - 3) \_\_\_\_\_ Almost no contact until asked to report for duty
34. Please indicate the nature of pre-employment contact maintained between the Agency and yourself apart from communication with the Office of Personnel?
- 1) \_\_\_\_\_ The office which was interested in me maintained regular contact
  - 2) \_\_\_\_\_ I was given name(s) and telephone number(s) to maintain contact at my initiative
  - 3) \_\_\_\_\_ There was almost no contact until I was asked to report for duty
35. What was the period of time between your submitting a *fully completed* application and your being asked to report for duty?
- 1) \_\_\_\_\_ One to three months
  - 2) \_\_\_\_\_ Three to six months
  - 3) \_\_\_\_\_ Six to nine months
  - 4) \_\_\_\_\_ Nine months to a year
  - 5) \_\_\_\_\_ Over a year
  - 6) \_\_\_\_\_ Cannot remember
36. What was the lapse of time between the Agency's extending a formal offer of employment and your actually entering on duty?
- 1) \_\_\_\_\_ Two weeks or less
  - 2) \_\_\_\_\_ Two to four weeks
  - 3) \_\_\_\_\_ Four to six weeks
  - 4) \_\_\_\_\_ Approximately two months
  - 5) \_\_\_\_\_ Three months or longer
  - 6) \_\_\_\_\_ Cannot recall
37. Did the people who hired you describe your job accurately?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ In part
  - 3) \_\_\_\_\_ No
  - 4) \_\_\_\_\_ Undecided

38. Has your assignment met your expectation?
- 1) \_\_\_\_\_ It has exceeded my expectations
  - 2) \_\_\_\_\_ Yes, in all important respects
  - 3) \_\_\_\_\_ No, I am somewhat dissatisfied
  - 4) \_\_\_\_\_ No, I would like another position
  - 5) \_\_\_\_\_ No, I have transferred to another position
  - 6) \_\_\_\_\_ My original assignment was not the one for which I was recruited
39. As you see it now, does CIA employment have a long term attraction for you?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
  - 3) \_\_\_\_\_ Undecided
40. Since you entered on duty, have you recommended Agency employment to a friend or relative?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
41. As a result of your experience as both applicant and employee, would you recommend Agency employment to a friend or relative?
- 1) \_\_\_\_\_ Yes
  - 2) \_\_\_\_\_ No
42. Based on your experience, what recommendations would you make to improve CIA's recruitment/placement program?

CODES FOR ORGANIZATIONAL COMPONENTS

O/DCI

1. OFFICE OF DCI
2. PUBLIC AFFAIRS
3. EQUAL EMPLOYMENT OPPORTUNITY
4. GENERAL COUNSEL
5. LEGISLATIVE COUNSEL
6. INSPECTOR GENERAL
7. COMPTROLLER

DIRECTORATE OF ADMINISTRATION

8. OFFICE OF DIRECTOR
9. OFFICE OF COMMUNICATIONS
10. OFFICE OF DATA PROCESSING
11. OFFICE OF FINANCE
12. OFFICE OF LOGISTICS
13. OFFICE OF MEDICAL SERVICES
14. OFFICE OF PERSONNEL
15. OFFICE OF SECURITY
16. OFFICE OF TRAINING

DIRECTORATE OF OPERATIONS

17. OFFICE OF DIRECTOR
18. EVALUATION AND PROGRAM DESIGN STAFF
19. POLICY AND COORDINATION STAFF
20. CAREER MANAGEMENT STAFF
21. CENTRAL COVER STAFF
22. COVERT ACTION STAFF
23. INFORMATION MANAGEMENT STAFF
24. COUNTERINTELLIGENCE STAFF

DIRECTORATE OF OPERATIONS (Continued)

28. EUROPEAN DIVISION
29. SOVIET/EAST EUROPEAN DIVISION
30. AFRICA DIVISION
31. NEAR EAST DIVISION
32. EAST ASIA DIVISION
33. LATIN AMERICA DIVISION

DIRECTORATE OF SCIENCE & TECHNOLOGY

34. OFFICE OF DIRECTOR
35. OFFICE OF RESEARCH & DEVELOPMENT
36. OFFICE OF DEVELOPMENT & ENGINEERING
37. NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER
38. OFFICE OF SIGINT OPERATIONS
39. OFFICE OF TECHNICAL SERVICE

NATIONAL FOREIGN ASSESSMENT CENTER

41. OFFICE OF DIRECTOR
42. NATIONAL INTELLIGENCE OFFICE
43. PUBLICATIONS AND PRESENTATIONS GROUP
44. OFFICE OF CURRENT OPERATIONS
45. OFFICE OF IMAGERY ANALYSIS
46. OFFICE OF WEAPONS INTELLIGENCE
47. OFFICE OF SCIENTIFIC INTELLIGENCE
48. OFFICE OF STRATEGIC INTELLIGENCE
49. OFFICE OF ECONOMIC RESEARCH
50. OFFICE OF POLITICAL ANALYSIS
51. OFFICE OF GEOGRAPHIC & CARTOGRAPHIC RESEARCH
52. OFFICE OF CENTRAL REFERENCE

53. NOT LISTED (PLEASE WRITE IN)

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STATS

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MEMORANDUM FOR [REDACTED]

Dave:

These finally are ready to go, beginning today. We will be sending out [REDACTED] to Headquarters [REDACTED]. You will see that we eliminated the two-part concept for supervisors. The mechanics of distribution and sorting were, in our judgment, too demanding to offset the value of information about specific employees and their positions. Thus, this is a compromise. There were many complications in getting name lists from ODP and in having OL print them. I hope that this will not be true in the scoring and analysis. Please let me know what procedures we should follow in getting these key punched and gaining your analysis.

Thanks,

[REDACTED]

Date

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STATINTL

FORM 101 USE PREVIOUS EDITIONS  
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6E-19 HQS.

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